



***PACIFIC REGION CPOC***

***GUIDE TO***

***JOB ANALYSIS AND CREDITING PLANS***

**PREPARED BY**  
**DELEGATED EXAMINING UNIT**

## **GUIDE FOR DEVELOPING**

### **JOB ANALYSIS AND CREDITING PLANS**

#### **General Information:**

Job Analysis came into being for General Schedule employees as a result of a regulatory requirement that was developed and published in August 1978 called the Uniform Guidelines on Employee Selection Procedures (more commonly referred to as Uniform Guidelines). The basic concept behind this requirement is that selection criteria must be job-related. Job analysis identifies the abilities, knowledge, skills, competencies, and personal characteristics needed to perform the job successfully.

The process utilized position description, position classification standards, published qualification standards and Subject-Matter Expert (SME) to identify job-related factors. SMEs are employees who are extremely knowledgeable of the position and who may be called upon for formal testimony regarding the requirements of the job. The SME can be the supervisor of the vacant position, the incumbent of the position or other employees within the organization at or above the grade level of the position to be filled, who is knowledgeable about the position.

#### **Process:**

1. Obtain and study all references related to the position.
2. Identify essential task, abilities, knowledge, skills, competencies and/or personal characteristics for successful performance.
  - a. Utilize position descriptions and/or classification standards by underlining important tasks required of by position.
  - b. If needed meet with SMEs to confirm findings and determine critical factors needed for the job.
  - c. Document results.
3. Selective Factors are identified during the job analysis process. Selective factors must be documented and justified by referencing information provided in the position description, job analysis, and any other job-related processes. They are the Competencies or Knowledge, Skills, Abilities, or special qualifications that are in addition to the minimum requirements in a qualification standard, but are determined to be essential to perform the duties and responsibilities of a particular position. That is, they are essential for a new employee to bring to the job. The customary rule of thumb is that a selective factor could not be acquired within 90 days of entering the job. Applicants who do not meet a selective factor are ineligible for further consideration.
4. Develop the rating/ranking plan (crediting plan)
  - a. Utilizing the job analysis results, define specialized experience for GS positions or the ability to perform the duties of the position under normal supervision for WG positions.
  - b. Summarize the tasks and KSAs identified in step 2 and determine the essential KSA needed for measuring applicant background.

**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

- c. Assign point values for self-assessment statements.

For WG Positions: Use the approved job elements in the Office of Personnel Management (OPM) Handbook X118-C, or develop new job related elements. If using new developed job-related elements, you must retain the required screen-out element and use the job element rating process and transmutation table prescribed in the Job Qualification System for Trades and Labor Occupations Handbook, X-118C.

Example for GS: (3) Superior skills for grade. (2) Acceptable skills for grade. (1) Barely Acceptable skills for grade. (0) Minimally Qualified - Meets basic qualification requirement of the position / grade per the qualification standard.

Example for WG: (4) Superior ability for grade. (3) Satisfactory ability for the grade. (2) Barely acceptable level. (1) Below the barely acceptable level. (Note: For WG positions under the Job Element method, the applicant should average 2 points for all elements to be acceptable.

- d. Define each point level.
- e. Add examples of actual experience to rating plan under each point level as rating progresses.
- f. Document process.

4. Once all job functions, KSAs and benchmarks are identified, the final package is referred to as a crediting plan. **The crediting plan is a test document; the content of the plan is confidential and cannot be made available to job applicants.**

**NOTE:** The terms “rating” and “ranking” refer to a two step process for GS positions and a one step process for WG positions. For GS positions, “rating” is used to determine if applicants meet the minimum Qualification Standards for GS Positions established by the Office of Personnel Management. “Ranking” determines which eligible candidates are best qualified. For WG positions, the crediting plan is the qualification standard against which the candidates are “rated” and “ranked” into the best-qualified category.

*GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS*

**DEFINITIONS**

**JOB ANALYSIS:** A systematic method of studying jobs to identify the tasks performed and the competencies or the Knowledge Skills and Abilities (KSAs) required to perform the tasks. Job analysis information is used to develop employee selection procedures, identify training needs, define performance standards, classify positions and other uses.

**CREDITING PLAN:** Also referred to as a rating schedule or rating guide. Typically, a crediting plan is identified as an internal rating schedule and should be secured in a safe place.

**COMPETENCY:** An observable, measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs in order to perform work roles or occupational functions successfully.

**KNOWLEDGE:** A body of information applied directly to the performance of a task / function. Example: Knowledge of Pharmaceutical Techniques and Procedures.

**SKILL:** An observable competence to perform a learned psychomotor act. Example: Skill to Operate Pharmacy Equipment

**ABILITY:** A competence to perform an observable behavior or a behavior that results in an observable product. Example: Ability to Train Others.

**SUBJECT MATTER EXPERT (SME):** A person with bona fide expert knowledge about what it takes to do the job. The first – level supervisor is normally a good SME. Superior incumbents in the same or very similar positions and other individuals can also be used as SMEs, if they have current and thorough knowledge of the job's requirements. Example: If the career progression of a job being analyzed is GS-5 (trainee), GS-7 (advanced trainee), GS-9, and GS-11 (full performance level), an incumbent at the GS-11 level or the supervisor over the job would be appropriate experts to analyze the job at any of the four grade levels.

**Benchmarks (level descriptions) for General Schedule (GS) Positions:**

Superior – Able to independently perform the duties of the position with minimal orientation.

Acceptable – Able to perform some complex tasks with supervision.

Barely Acceptable – Able to independently perform the less complex tasks.

Minimally Qualified – Able to perform common tasks of the position with supervision. Would meet the basic qualifications.

**Benchmarks (level descriptions) for Wage Grade (WG, WL, WS) Type Positions:**

Superior – Able to perform the duties of the position with unusual independence.

Satisfactory – Able to perform the common tasks of the position with independence.

Barely Acceptable – Able to perform the common tasks of the position under close supervision.

Below Barely Acceptable – Unable to perform the common tasks of the position.

*GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS*

**SAMPLE**

**JOB ANALYSIS WORKSHEET PROCESS**

1. From the position description, classification specification and other job related sources, identify the critical tasks performed on the job (See Column 1 of the attachment).
2. From the task identified, combine into similar functions and specific four or five major functions to be performed on the job (See Column 2).
3. Columns 3 – 6 are provided as a guide to determine the final KSAs. **It is OPTIONAL to complete Columns 3 – 6. The final KSAs will be documented in the Crediting Plan.**
  - a. List those KSAs from Column 2 into Column 3, page 2 (See Column 3).
  - b. Determine if each KSA from Column 3 is Essential to complete the duties of the position. Indicate if “Yes” or “No” in Column 4.
  - c. In Column 5, determine if KSA is Ratable. Indicate if the KSA is measurable by annotating “Yes” or “No” in Column 5.
  - d. In Column 6, determine if you can distinguish between the benchmarks of “Superior”, “Acceptable”, “Barely Acceptable” or “Minimally Qualified” level. Indicate if “Yes” or “No” in Column 6.
  - e. Those KSAs with “Yes” in Columns 4, 5 and 6 become the KSAs for the crediting plan. If you have entered a “No” in columns 4, 5 or 6, the knowledge, skill or ability should not be used as a final KSA in the crediting plan. You can combine KSAs and use them in the definition of the level description (benchmark). Try to limit the number to 3 if possible. Once Job Analysis has been completed, it must be signed (electronic signature is acceptable) and dated by the SME or Preparer.
4. Once Job Analysis has been completed, it must be signed (electronic signature is acceptable) and dated by the SME or the person who prepared the job analysis.

**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

**SAMPLE JOB ANALYSIS WORKSHEET**

**POSITION TITLE / SERIES / GRADE:**

**JOB DESCRIPTION NUMBER:  
REVISION DATE:**

**NOTE: KSA means: Knowledge, Skill or Ability**

| COLUMN 1  | COLUMN 2   |
|---|--|
| <b>A. WHAT ARE THE MAJOR FUNCTION TO BE PERFORMED ON THIS JOB ? (Describe the duties from the job description.)</b>   | <b>B. FOR EACH FUNCTION WHAT KSAS ARE REQUIRED TO PERFORM THIS?</b>  |
| <p><b>1.</b> Serves as a dental hygienist responsible for providing routine and advanced prophylactic and therapeutic dental care to normal and periodontal patients. Examines patient's teeth. X-rays surrounding tissues to determine prophylaxis required and extent of abnormal conditions requiring loss in order to determine hygiene needs and to show patient what is occurring. Occasionally required to take x-rays. Plans dental hygiene treatment and series of appointments IAW existing conditions and OHI.</p>   | <p>K of Dental Prophylactic Techniques<br/>S in Taking Diagnostic Dental X-Rays<br/>A to Prepare Treatment Plans<br/>S in Oral Communication<br/>A to Work Independently</p> |
| <p><b>2.</b> Performs oral prophylaxis and provides therapeutic care for normal patients and those with cases of acute gingivitis and periodontal disease. Provides through supra and subgingival scaling to remove all traces of abnormal deposits, accretions and stains from teeth thorough use of hand or mechanized instruments. Performs deep scaling and root planing of deep pockets and to smooth root surfaces by removing soft cementum. Treats abnormal conditions. Polishes teeth. Charts hygiene examination, treatment, progress and OHI information IAW work performed. Maintains workload statistics. Maintains instruments. Observes patients closely for any adverse reactions and initiates appropriate emergency care as necessary to include CPR.</p> | <p>K of Oral/Periodontal diseases<br/>S in Using Dental Instruments<br/>K of Dental Workload Reporting system<br/>A to Take Blood Pressures<br/>A to Work Independently</p>  |
| <p><b>3.</b> Provides group and/or individual instructions. Explains common causes of tooth decay; covers matters such as importance of good oral hygiene &amp; effects if not practiced, etc. May instruct new dental hygienists as required.</p>  | <p>A to Provide Informal Training to Others<br/>S in Oral Communication</p>  |
| <p><b>4.</b></p>  | <p><b>4.</b></p>   |

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**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

(This page is **OPTIONAL**)

| <b>COLUMN 3</b>                                 | <b>COLUMN 4</b>                       | <b>COLUMN 5</b> | <b>COLUMN 6</b>                                   |
|---|---------------------------------------|-----------------|---|
| KNOWLEDGE, SKILLS, &<br>ABILITIES               | ESSENTIAL                             | RATABLE         | DISTINGUISHING SUPERIOR<br>FROM BARELY ACCEPTABLE |
| 1. K of Dental Prophylactic<br>Techniques       | Yes                                   | Yes             | No – Covered by Minimum<br>Qualifications         |
| 2. S in Taking Diagnostic<br>Dental X-Rays      | Yes                                   | Yes             | Yes *   |
| 3. A to Prepare Treatment<br>Plans              | Yes                                   | Yes             | Combine w/4                                       |
| 4. S in Oral<br>Communications                  | Yes                                   | Yes             | Yes *   |
| 5. A to Work<br>Independently                   | Yes                                   | Yes             | Combine w/1 & 2                                   |
| 6. K of Oral/Periodontal<br>Diseases            | Yes                                   | Yes             | No – Covered by Minimum<br>Qualifications         |
| 7. S in Using Dental<br>Instruments             | Yes                                   | Yes             | No  |
| 8. K of Dental Workload<br>Reporting System     | Yes                                   | Yes             | Yes *   |
| 9. A to Take Blood<br>Pressures                 | Yes                                   | Yes             | No  |
| 10. A to Provide Informal<br>Training to Others | Yes                                   | Yes             | Combine w/2 & 4                                   |
|   | <b><u>FINAL KSAS</u></b><br>* 2, 4, 8 |                 |   |
|   |                                       |                 |   |

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*GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS*

**SAMPLE  
CREDITING PLAN**

See Attached Crediting Plan for Dental Hygienist, GS-0682-06

The benchmarks are defined for each KSA identified in the sample job analysis. Four levels (Superior, Acceptable, Barely Acceptable, Minimally Qualified) are identified for this specific plan. You may provide one benchmark which would fully describe the Satisfactory level. When establishing the benchmarks for GS positions, remember the Qualification Standards set the basic requirements. Therefore, when establishing benchmarks, you cannot require less than the standard.

When defining benchmarks remember to consider experience, education (specific course work completed as relates to the KSA), and related training that would give weight to the benchmark.

A KSA should identify one, simple, readily identifiable characteristic. KSA statement should begin with Knowledge of ....., Skill in (or at)....., Ability to.....

Qualifiers such as “thorough” knowledge, “basic” knowledge, “considerable” skill, “familiarity with”, “demonstrated” ability, etc., are unnecessary, decrease rater consistency, are subjective and should not be used. Do not use terms which indicate a level of performance such as “efficient”, “sound”, “good”, etc.



**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

Dental Hygienist  
GS-0682-06

**JOB DESCRIPTION NUMBER:  
REVISION DATE:**

**ELEMENT 1 - SKILL TO TAKE DIAGNOSTIC DENTAL X-RAYS**

Definition: This element measures the applicant's skill in taking diagnostic dental x-rays utilizing various dental procedures. This indicates the ability to work independently and provide training to others.

**SUPERIOR**

3 Points                      Experience in independently taking diagnostic dental x-rays for the diagnosis of periodontal disease and any abnormal presence. Has trained other dental hygienists and assistants to take dental x-rays.

**ACCEPTABLE**

2 Points                      Experience in independently taking diagnostic dental x-rays for the diagnosis of periodontal disease and any abnormal presence.

**BARELY ACCEPTABLE**

1 Points                      Successful completion of a training program for radiographer from a dental assistant training program. Applicant has not taken dental x-rays since the completion of the training program.

**MINIMALLY QUALIFIED**

0 Points                      Meets minimum qualification requirements for the position.

**ELEMENT QUESTION:** Describe your experience to take diagnostic dental x-rays.

**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

Dental Hygienist  
GS-0682-06

**JOB DESCRIPTION NUMBER:  
REVISION DATE:**

**ELEMENT 2 - KNOWLEDGE OF DENTAL WORKLOAD REPORTING  
SYSTEM**

Definition: This element measures the applicant's skill in gathering data and maintaining workload statistics using an automated system. This indicates the ability to work independently and provide training to others.

**SUPERIOR**

3 Points

Candidate has independently gathered data and maintained workload statistics IAW dental workload reporting system.

**ACCEPTABLE**

2 Points

Candidate has to independently code IAW the American Dental Association.

**BARELY ACCEPTABLE**

1 Points

Candidate assists others code IAW the American Dental Association.

**MINIMUMALLY QUALIFIED**

0 Points

Meets minimum qualification requirement for the position.

**ELEMENT QUESTION:** Describe responsibility you may have to maintain a workload reporting system.

**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

Dental Hygienist  
GS-0682-06

**JOB DESCRIPTION NUMBER:  
REVISION DATE:**

**ELEMENT 3 - SKILL IN ORAL COMMUNICATION**

Definition: This element measures the applicant's skill in communicating technical information clearly and concise whether one on one or in providing informal training. This indicates the ability to communicate with a diversity of patients and all levels of coworkers.

**SUPERIOR**

3 Points

Experience in communicating with professional dental staff to plan and coordinate the treatment of patients. Experience communicating with patients to provide treatment, instructions, motivation, etc., to practice daily oral hygiene care. Has provided informal training to other dental hygienist and assistants on subject matter.

**ACCEPTABLE**

2 Points

Experience in communicating with professional dental staff to plan and coordinate the treatment of patients. Experience in communicating with patients to provide treatment instructions, motivation, etc., to provide daily oral hygiene care.

**BARELY ACCEPTABLE**

1 Points

Experience in communication on one on one basic providing general information.

**MINIMALLY QUALIFIED**

0 Points

Meets minimum qualifications requirements for the position.

**ELEMENT QUESTION:** Describe any informal training you may have presented to small groups **or** individuals and specify subject matter presented. Describe your ability to communicate with dentists, patients, etc., to plan **and** coordinate the dental treatment of patients.

**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

**JOB ANALYSIS WORKSHEET**

**POSITION TITLE / SERIES / GRADE:**

**JOB DESCRIPTION NUMBER:**  
**REVISION DATE:**

***NOTE: KSA means: Knowledge, Skill or Ability***

| COLUMN 1  | COLUMN 2  |
|---|---|
| <b>A. WHAT ARE THE FOUR OR FIVE MAJOR FUNCTIONS TO BE PERFORMED ON THIS JOB? (<i>Describe the duties from the job description.</i>)</b> | <b>B. FOR EACH FUNCTION WHAT KSAS ARE REQUIRED TO PERFORM THIS?</b> |
| 1.  | 1.  |
| 2.  | 2.  |
| 3.  | 3.  |
| 4.  | 4.  |
| 5.  | 5.  |

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**GUIDE TO  
JOB ANALYSIS AND CREDITING PLANS**

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| <b>COLUMN 3</b>                   | <b>COLUMN 4</b> | <b>COLUMN 5</b> | <b>COLUMN 6</b>                                   |
|-----------------------------------|-----------------|-----------------|---|
| KNOWLEDGE, SKILLS, &<br>ABILITIES | ESSENTIAL       | RATABLE         | DISTINGUISHING SUPERIOR FROM<br>BARELY ACCEPTABLE |
|                                   |                 |                 |   |
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